BC Housing

Service Plan

2005/06 - 2007/08

LETTERS OF PRESENTATION

February 15, 2005

Murray Coell
Minister of Community, Aboriginal and Women's Services
Province of British Columbia

Minister:

I have the honour to submit to you the Service Plan for the British Columbia Housing Management Commission for the 2005/06 – 2007/08 planning period. This Service Plan was prepared in accordance with the *Budget Transparency and Accountability Act* and the government's reporting principles. It outlines the Commission's goals, objectives and identifies a framework from which we can measure and report actual performance.

Sincerely,

Lori Wanamaker
Interim Chair, Board of Commissioners

February 15, 2005

The Honourable Iona Campagnolo
Lieutenant-Governor of the Province of British Columbia

May It Please Your Honour:

I have the pleasure to present the Service Plan of the British Columbia Housing Management Commission for the 2005/06 – 2007/08 planning period.

Sincerely,

Murray Coell
Minister of Community, Aboriginal and Women's Services

ACCOUNTABILITY STATEMENT

The 2005/06 – 2007/08 BC Housing Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the Provincial Government's Strategic Plan 2004/05 – 2006/07. All significant assumptions, policy decisions, and identified risks as of February 2005 have been considered in preparing this plan. We are accountable for ensuring BC Housing achieves its specific goals and objectives identified in this plan.

Lori Wanamaker
Interim Chair
Board of Commissioners

Shayne Ramsay
Chief Executive Officer

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MESSAGE FROM THE CEO

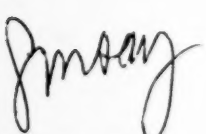
Housing is more than bricks and mortar. It is of critical importance to a person's physical, mental and social well-being. This can be particularly challenging in British Columbia, where housing in some areas is the most expensive in the country. With increased demands and limited resources, BC Housing and its partners have shifted from a broad-based approach to one focused on meeting the housing needs of some of our most vulnerable citizens.

We have seen two things come out of this. First, any new developments tend to be within the supportive housing end of the housing continuum — designed to promote stability, self-reliance, and independence. This includes *Independent Living BC*, a housing for health partnership designed to meet the needs of seniors and people with disabilities who require some personal assistance, but who do not need 24-hour facility care. By 2006/07, 3,500 units will have been created under this program. To date, more than three-quarters of the units have been allocated.

As well, BC Housing is involved with the *Provincial Homelessness Initiative; a* newly announced initiative that has emerged from the work of the *Premier's Task Force on Homelessness, Mental Health and Addictions*. To date, long-term housing and support solutions to homelessness have been allocated in Nanaimo, Surrey and Vancouver, with additional projects to follow.

Secondly, within the existing social housing portfolio, we are seeing tenants, who, along with low incomes, are often experiencing health and social barriers. Together with our non-profit, co-operative and private sector partners, we have increasingly focused our efforts on households with complex social and health needs, and frail seniors. In these cases, housing must be combined with support in order to allow individuals and families to maintain or regain their independence. As a result, we are looking at changes and improvements to the physical structure of our housing stock as well developing a range of services to support our tenants. It will take innovative partnerships to make these strategies successful.

The goals and objectives in this plan cover the period from April 1, 2005 to March 31, 2008. It sets out our values and the guiding principles that help to define the role that we play in responding to the needs of vulnerable families and individuals in communities across the province. We have taken some time this year to revise our service plan around sectoral lines that reflect the housing continuum. These changes provide us with an opportunity to describe BC Housing's core services and business activities in a more comprehensive manner. The performance framework that is outlined is the basis from which to measure our success. While these measures help to provide important insight into key areas of our operations, it is important to recognize that these measures have been developed in advance of a transitional period, pending the completion of a full and comprehensive strategic planning process to be carried out in 2005/06.



Shayne Ramsay

Chief Executive Officer

STRATEGIC CONTEXT

OUR VISION AND MISSION

Guiding us as we carry out our mandate is:

Our Vision

Working in partnership to create housing options for those most vulnerable in our communities

Our Mission

To assist vulnerable British Columbians in achieving independence and self-sufficiency

CORE VALUES

We, the Board and staff of BC Housing, value:

Home: We recognize that social housing is more than bricks and mortar. It is a place to call home. For vulnerable families and individuals, their homes provide the stability that they need to move forward in their lives.

Dignity: A home provides the foundation from which families and individuals can solve their own problems and fulfill their own needs with dignity and strength.

Community: Social housing investments contribute to sustainable communities. With social housing, people are able to contribute to their communities and create diverse neighbourhoods.

GUIDING PRINCIPLES

Our work is guided by a number of principles that are reflected in all aspects of our performance:

- *Building alliances and partnerships:* Our partnerships with other levels of government and the non-profit and private housing sectors are essential to creating a supportive social infrastructure across the province and to ensuring that options are available along the housing continuum.
- *Respecting community leadership and expertise:* The majority of subsidized housing is owned and managed by the non-profit and private sectors. All communities are unique in the housing challenges they face. It is important to rely on local expertise as we continue to develop solutions that serve people in need with dignity and respect.
- *Providing client-centred services:* Applicants, tenants and our housing partners are at the centre of BC Housing's programs and services. We strive to ensure that our services are responsive, equitable and accessible.
- *Protecting public investments:* As an agency of government, we are conscious of how we spend taxpayers' dollars. We work to ensure accountability to clients, government and the public.
- *Providing cost-effective solutions:* We work with our partners to be innovative in providing high quality and cost-effective solutions.

OVERVIEW OF THE ORGANIZATION

OUR MANDATE

The British Columbia Housing Management Commission (BC Housing) was created in 1967 through an Order-in-Council under the *Housing Act* to fulfil the government's commitment to the development, management and administration of subsidized housing.

ORGANIZATIONAL PRIORITIES

As set out in BC Housing's *Shareholder's Letter of Expectations*, BC Housing's priority is to fulfil the government's commitment to meeting the housing needs of the most vulnerable British Columbians. This is accomplished through the provision of housing and ensuring that available housing is targeted to those in the greatest housing need.

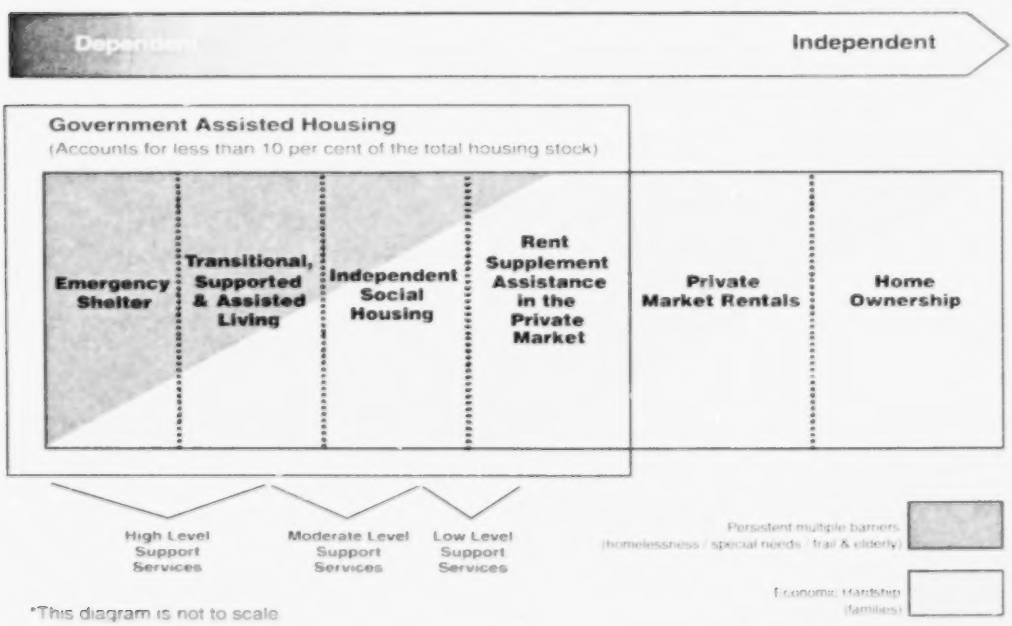
WHO WE SERVE

Government-assisted housing is targeted to lower income households, many of whom have complex housing and health needs. Our programs and services assist those in crisis such as women and children fleeing abuse as well as individuals with chronic health issues including frail and aging seniors and persons with disabilities.

Access to subsidized housing provides a foundation from which individuals and families can gain the stability that they need to move forward in their lives. The continuum of housing and services enables individuals to better meet their basic health and social needs. It also provides transitional and re-integrative strategies that assist individuals in gaining economic and social independence. BC Housing provides flexible responses to address gaps within the continuum and to better integrate support services (e.g. health care, employment training).

By the end of 2007/08, it is anticipated that government-assisted programs will help more than 58,400 households across the province. This accounts for less than 10 per cent of the total housing stock in BC. The private market, which includes home ownership and market rental units, accounts for the majority of the housing stock.

A CONTINUUM OF HOUSING & SUPPORT


Dependent
Independent
Government Assisted Housing
(Accounts for less than 10 per cent of the total housing stock)
Emergency Shelter
Transitional, Supported & Assisted Living
Independent Social Housing
Rent Supplement Assistance in the Private Market
Private Market Rentals
Home Ownership
High Level Support Services
Moderate Level Support Services
Low Level Support Services
Persistent multiple barriers (homelessness / special needs / frail & elderly)
Economic Hardship (families)

*This diagram is not to scale

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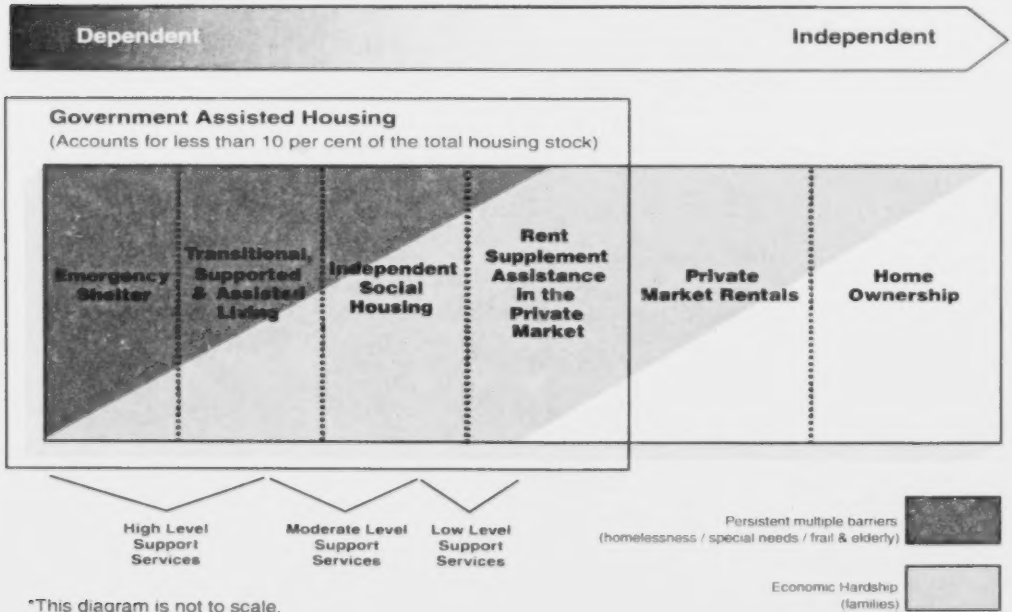
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GOVERNANCE

BC Housing is accountable to government through a Board of Commissioners appointed by the Lieutenant-Governor in Council. The Interim Board Chair is Lori Wanamaker.

The Board of Commissioners, in co-operation with senior management, sets the strategic directions for the organization based on the province's planning and reporting principles and ensures that BC Housing aligns its business activities with government's housing priorities.

BC Housing has approximately 364 full-time equivalent employees in seven locations throughout British Columbia. BC Housing staff are our greatest resource and ensure that we are well positioned to meet our goals and objectives.

CODE OF CONDUCT

The Board of Commissioners adheres to the following standards of conduct when exercising the powers and performing the functions of the organization:

- Act honestly, in good faith and in the best interests of BC Housing;
- Exercise care, skill and diligence in their decision making; and
- Follow ethical standards in order to avoid real or apparent conflict of interest between their private interests and the interests of BC Housing.

The Board and staff are required to comply with BC Housing's Standards of Conduct Policy.

ORGANIZATION CHART AND KEY RESPONSIBILITIES

The following chart highlights the key service areas within BC Housing as well as the responsibilities and accountabilities that fall within each area.

Minister of Community, Aboriginal & Women's Services
Board of Commissioners
Chief Executive Officer
Housing Operations
Provides access and placement to social housing.
Maintains the quality of existing social housing.
Oversees the management of public housing and group homes.
Corporate Services
Provides operational services including finance, payroll, information systems, research and planning, legal and program analysis.
Provides mortgage administration for BC Housing and Provincial Rental Housing Corporation.
Development Services
Facilitates the development of options for the most vulnerable through the following programs:
• Provincial Housing Program
• Independent Living BC
• Community Partnership Initiatives
• Provincial Homelessness Initiative
Personnel & Labour Relations
Recruits and trains staff.
Facilitates labour relations, negotiations, compensation, job evaluation, benefits management, employment equity and multiculturalism.
Oversees occupational health and safety.
Corporate Communications
Provides internal and external communications support.

THE PROVINCIAL RENTAL HOUSING CORPORATION

The Provincial Rental Housing Corporation (PRHC) was incorporated in 1973, under the *Business Corporations Act* with the Minister Responsible for Housing as the sole shareholder. PRHC buys, holds and disposes of provincially owned social housing properties, and leases residential properties to non-profit societies and co-operatives. PRHC does not employ any staff but is administered by BC Housing. To ensure the appropriate governance links to BC Housing, the Chair of BC Housing and senior management serve as PRHC Directors.

KEY RELATIONSHIPS

DELIVERY PARTNERS

Under the current delivery system, housing assistance is provided through a number of mechanisms including public, non-profit and co-operative housing, as well as the provision of rent assistance to households living in the private rental market. In addition, BC Housing works with other government ministries and local health authorities to provide support for the development and management of group homes and residences for individuals with special needs.

COMMUNITY PARTNERS

In responding to the needs of British Columbians, it is often the case that access to housing must be combined with other forms of support in order to assist vulnerable families and individuals in maintaining or regaining their housing and independence. In response to this, BC Housing has helped to put into place innovative support strategies involving other levels of government, the private sector, housing providers as well as local service providers.

FUNDING PARTNERS

Funding for the delivery of government-subsidized housing comes from a number of different partners including the provincial government, the federal government, other provincial ministries, tenant rent revenue and revenue generated from land leases and other sources. The Summary Financial Outlook on page 17 provides additional details.

PLANNING CONTEXT AND KEY STRATEGIC ISSUES

The following is a summary of internal and external challenges and opportunities that could affect BC Housing's ability to meet the goals, objectives and targets set out in this plan. A risk management approach is used to assess challenges and opportunities and to determine the appropriate strategies to respond.

CHALLENGES

Market Pressures

- BC has the least affordable housing market in the country. This is coupled with vacancy rates in many communities that remain below three per cent – the level that is typically considered the benchmark of a balanced rental market.
- Limited new market rental housing is being constructed and those units that are being added are in the higher rent ranges. Evidence suggests that in spite of the high levels of demand, market rent levels are below the levels required to generate a reasonable return on investment.

Changing Demographic and Client Needs

- The changing socio-demographic profile of households represents a significant challenge with the number of senior-led households expected to double from 246,000 in 2001 to 397,418 by 2021 based on estimates published by BC Stats under P.E.O.P.L.E. Projection 29. These demographic changes are putting pressure on the social housing stock where almost 22,000 tenants are seniors.

Increasing Levels of Homelessness

- There are a number of challenges to finding appropriate housing for people with mental and physical disabilities, some of whom are homeless or at risk of homelessness and who require support and assistance in order to achieve stability and independence in their living environment.

Maintenance of the Social Housing Portfolio

- A significant portion of the existing social housing stock is aging. Maintenance and capital replacement costs will need to be increased for some of these buildings in order to sustain current health and safety standards. In the long term, redevelopment of these sites is necessary to better serve vulnerable clients.
- A number of newer social housing developments have been experiencing building envelope failures with approximately 270 leaky buildings identified to date at a total estimated repair cost of $200 million.

Resource Constraints

- The demand for affordable housing far exceeds the supply or resources as indicated by the 13,000 households currently on our applicant registry. Therefore, limited housing resources must be used as efficiently and effectively as possible, ensuring that those in the greatest housing need are given priority.

OPPORTUNITIES

Provincial Commitment to Housing

- The province, through BC Housing, has invested the largest contribution ever to housing programs and services. This is an important investment in communities across the province and will help respond to existing and emerging housing needs.

Enhanced Federal / Provincial Relationship

- The federal government's re-entry into housing through the *Canada-BC Affordable Housing Agreement* (Phase I and II) has provided the province with important partnership opportunities. Through this Agreement, the federal government will contribute $130 million to affordable housing in British Columbia. Additional federal funding has also been levered through the *Supporting Communities Partnership Initiative* (SCPI) that supports community-based solutions to homelessness.
- The province is currently negotiating with the federal government to devolve the administration of the federal social housing portfolio to BC Housing. Devolution will create the potential for the development of additional new social housing units in keeping with the government's housing priorities as well as the potential for increased administrative and operational efficiencies.

Inter-Ministerial Co-ordination and Collaboration

- As part of the *Premier's Task Force on Homelessness, Mental Health and Addictions*, BC Housing along with various provincial ministries and regional health authorities have been working to put into place permanent long-term housing and support strategies to respond to homelessness and the needs of those who are most vulnerable.

Public Private Partnership (P3)

- BC Housing has entered into a number of innovative partnership strategies and initiatives (P3s) with municipalities, non-profit societies, the private sector and other housing partners that have levered the creation of additional housing units outside of the traditional program approach. These partnerships have been designed to respond to local housing challenges without the need for ongoing operating subsidies.

Effective Management Strategies

- BC Housing is actively engaged in identifying strategies to streamline and improve program administration, reduce costs and promote sustainability. Initiatives expected to realize considerable efficiencies and cost savings over the next three years include the exploration of various alternate service delivery strategies based on the best business case, bulk gas purchasing, the purchase of bulk insurance as well as the strategic investment of replacement reserve balances as a means of maximizing revenue.

Sustainability Practices

- BC Housing is committed to sustainability. Wherever possible, we evaluate environmental impacts with fiscal and operational needs, employing environmentally and socially sustainable practices in our consumption of materials and energy and our management of waste. BC Housing has also initiated a significant energy retrofit review and is a recognized Power Smart Partner.

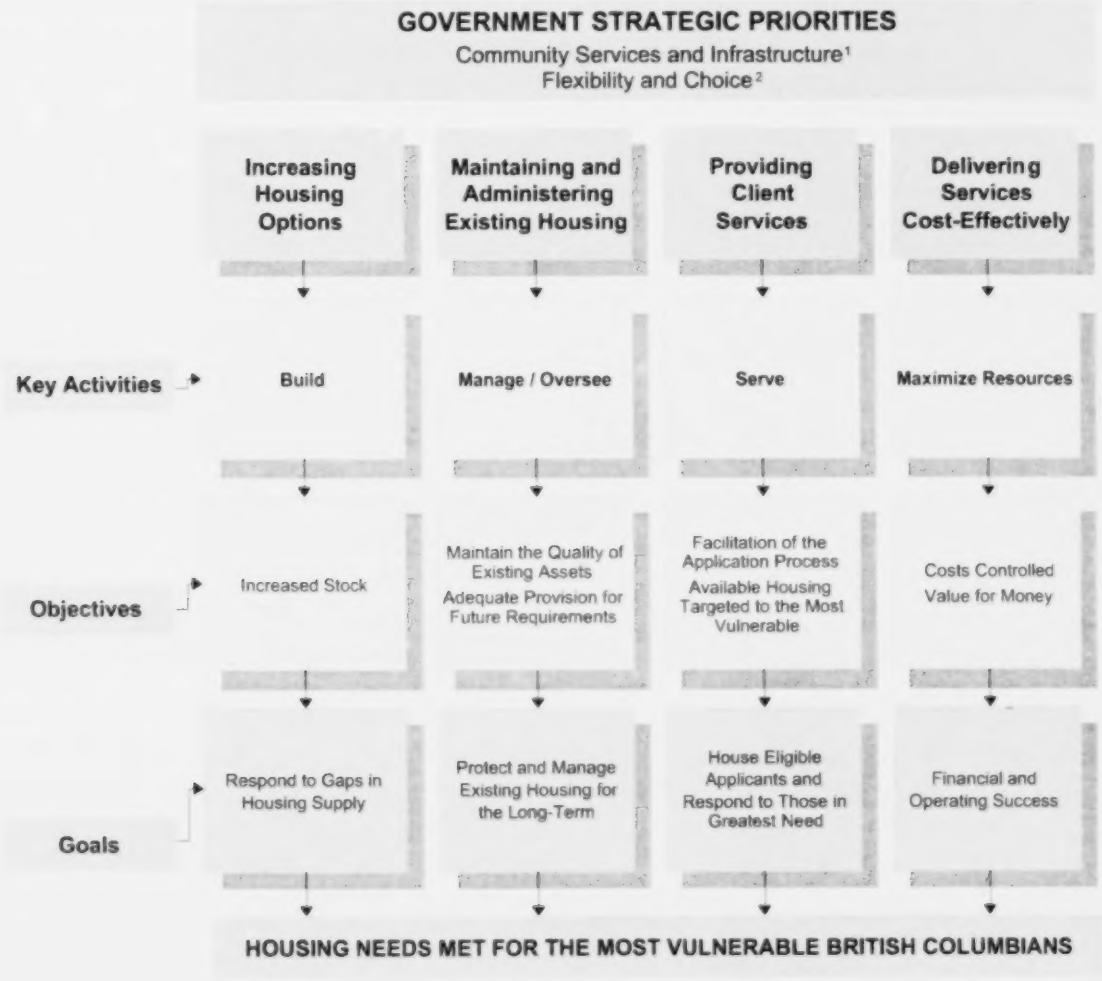
CORE BUSINESS AREAS

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

The provincial government recognizes that the health of our communities is equally important to our economic prosperity, our individual well-being and the sustainability of our environment. Government is committed to promoting community services and creating an innovative social infrastructure where there is flexibility and choice to support our more vulnerable citizens. The strategies outlined in this Service Plan are integral to achieving this goal.

CORE BUSINESS AREAS AND STRATEGIC PRIORITIES

The following highlights the core services and strategic priorities for the planning period with each of the key activities being discussed on the following page.



[1] *Provincial Government Strategic Plan 2004/05-2006/07*, page 23.
[2] *Provincial Government Strategic Plan 2004/05-2006/07*, page 15.

INCREASING HOUSING OPTIONS

BC Housing responds to gaps and emerging needs in the housing supply by expanding the range of housing options through newly built developments, converted or redeveloped buildings, and rent assistance in the private rental market. A public-private partnership approach is used to create all new subsidized housing where developments are owned and managed by private and non-profit/co-operative housing providers a. d are designed and built by the private sector. During the development phase, BC Housing acts as a fac tor and also conducts due diligence activities. Once completed, it often subsidizes the ongoing operation of this housing.

There are four ways in which BC Housing facilitates an increased supply of subsidized housing:

- *Independent Living BC* (ILBC) – A housing for health partnership designed to meet the needs of seniors and people with disabilities who require some personal assistance, but who do not need 24-hour facility care. By 2006/07, 3,500 units will have been created under the ILBC program.
- *Provincial Homelessness Initiative* (PHI) – This newly announced initiative has emerged from the work of the *Premier's Task Force on Homelessness, Mental Health and Addictions*. To date, long-term housing and support solutions to homelessness have been allocated in Nanaimo, Surrey and Vancouver with additional projects to follow in 2005/06.
- *Provincial Housing Program* (PHP) – This program helps fund the creation of new non-profit and co-operative developments that provide safe, secure and affordable housing for families and individuals. Approximately 7,800 units will have been created when the program concludes in 2006/07.
- *Community Partnership Initiatives* (CPI) – Through one-time grants, access to consulting services and the provision of construction and long-term financing, BC Housing supports our housing partners to put in place innovative strategies and partnership initiatives to create housing without the need for ongoing operating subsidies.

Together these programs provide a continuum of housing options that addresses a variety of housing and support needs.

MAINTAINING AND ADMINISTERING EXISTING HOUSING

The existing social housing portfolio represents homes to more than 43,000 households in more than 140 communities across the province. Social housing is more than 'bricks and mortar' – it is home to vulnerable families and individuals and is a part of the larger community. Consequently, our job is to ensure that this housing is well-managed and well-maintained and that provisions are in place to preserve and protect this stock for the years to come. There are various delivery models that comprise social housing including public housing, group homes, non-profit and co-operative housing.

BC Housing plays an active role in the effective planning and management of 7,800 public housing units and more than 300 group homes. This housing is home to many families and individuals who face a combination of challenges in addition to their need for affordable housing. We have entered into a variety of partnerships with health authorities and community service providers to ensure that tenants have the health and social supports they need to remain independent. BC Housing manages approximately 70 per cent of the public housing portfolio and oversees the management of the remainder through contracts with non-profit and private housing providers. BC Housing also provides administration and property management support for group homes on behalf of other provincial ministries and health authorities.

In addition, there are approximately 35,500 units of subsidized housing managed by over 650 different housing sponsors with whom BC Housing has a funding relationship. BC Housing provides financial, administrative and technical support to these groups as well as administering long-term operating agreements and managing the flow of subsidies. In administering these programs, BC Housing's role is one of stewardship and accountability with an emphasis on working with housing providers to ensure that best management practices are employed.

PROVIDING CLIENT SERVICES

Responding to the housing needs of applicants and tenants is central to what we do. Priority is given to those in the greatest housing need. Placements are based on a variety of criteria and are dependent both on the number of unit turnovers in the areas selected and the needs of all other households applying for housing. Housing placements may be made in public housing and a selection of non-profit and co-operative housing providers that use the Housing Registry. Placement is also possible in the private rental market.

The provision of targeted rent assistance to almost 14,200 households in the private rental market is an important part of the province's housing strategy. Rent assistance provides families and individuals with an expanded range of housing options in their community. Targeted programs such as Shelter Aid for Elderly Renters (SAFER) for seniors, and Independent Living BC for frail and aging seniors and people with disabilities, give people the help they need to remain in their community in existing private rental housing.

DELIVERING SERVICES COST-EFFECTIVELY

In order to build and maintain a housing system that can be sustained over the longer term, BC Housing is committed to the principles of sound financial management with an emphasis on strategies and initiatives that are designed to make limited housing dollars go as far as possible. Providing financial oversight, controlling costs and levering resources are important to what we do. With careful management of the bottom line, we are able to help reduce the longer term costs and create additional capacity to respond to housing needs.

PERFORMANCE MEASUREMENT FRAMEWORK

This section sets out the key performance measures that have been established to track and report on BC Housing's success in moving forward on the goals and objectives set out in this plan. These measures have been established to help guide and inform BC Housing's processes and ensure that we achieve our intended results. While these measures help to provide important insight into key areas of operation, it is important to recognize that these measures are interim measures, pending the completion of a full and comprehensive strategic planning process to be carried out in 2005/06.

LINKING OUR GOALS AND RESULTS: OUR MEASUREMENT FRAMEWORK

Core Business Areas		Goals		Objectives		Measures
Increasing housing options	→	Respond to gaps in housing supply	→	Increased stock	→	Inventory of non-market housing Number of new housing units created
Maintaining and administering existing housing	→	Protect and manage existing housing for the long term	→	Maintain the quality of the existing assets	→	Percentage of social housing developments meeting 'best management practices' → Percentage of clients reporting satisfaction with the quality and safety of their housing
			→	Adequate provision for future requirements	→	Level of funding for future improvements to the stock
Providing client service	→	House eligible applicants and respond to those in greatest need	→	Facilitation of the application process	→	Percentage of new applicants reporting satisfaction with the process → Percentage of units represented through the *Housing Registry*
			→	Available housing targeted to the most vulnerable	→	Percentage of tenants belonging to priority groups
Delivering services cost-effectively	→	Financial and operating success	→	Costs controlled	→	Year over year increase in controllable operating costs
			→	Value for money	→	Per square foot construction costs

The following section sets out additional information about each of the four key goals and related objectives and strategies. It also sets out the specific performance measures and targets related to each of the goals. Additional information related to each of the measures can also be found in Appendix 1.

GOAL 1: RESPOND TO GAPS IN HOUSING SUPPLY

Objective: Increased stock

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Inventory of subsidized housing	56,500	57,500[1]	58,400	58,400
Number of new housing units created[2]	1,710	2,198	925	0

Importance of the Measures and Targets

Measure: Inventory of subsidized housing

While most British Columbians have access to decent, safe housing that they can afford, there is still a serious shortage in certain areas and for certain segments of the population. Responding to these gaps in the housing supply is an important element in the government's goal of creating safe, healthy communities. The existing inventory of subsidized housing is an important asset to respond to the needs of those who are unable to find the housing that they need in the private market. Continuing to expand housing options will remain an organizational priority with the target reflecting the number of units expected to be completed during the planning period.

Measure: Number of new housing units created

The government has introduced a number of initiatives designed to respond to gaps in the existing housing supply. Key strategies include the construction of new housing as well as the provision of rent supplement assistance to households in the private market. The targets that have been set out under this measure reflect the number of units that are expected to reach completion under *Independent Living BC* and the *Provincial Housing Program*. It also includes a number of additional units levered under a mix of innovative partnership strategies through the *Community Partnership Initiatives*.

Future Plans

Plans include the delivery of additional transitional/supportive housing designed to help communities address some specific housing and health challenges related to homelessness, mental illness and addictions in response to the priorities identified through the *Premier's Task Force on Homelessness, Mental Health and Addictions*. In addition, work with other government ministries and local health authorities to provide management support for the development of group homes and residences for individuals with special needs will remain an important priority.

Limitations/Constraints

BC Housing's ability to add to the supply of subsidized housing is constrained by the amount of funding available and is influenced by external factors such as local market conditions, interest rates, access to land and construction costs.

[1] While it is anticipated that an additional 2,198 units will be created in 2005/06, changes in administrative arrangements related to the Supported Independent Living (SIL) program, as well as other program and portfolio changes have resulted in the need for a downward adjustment of approximately 1,200 units to the estimated inventory for 2005/06.

[2] Additional units will be identified pending confirmation of the funding available through the Premier's Taskforce on Homelessness, Mental Health and Addictions.

GOAL 2: PROTECT AND MANAGE EXISTING HOUSING FOR THE LONG-TERM

Objective: Maintain the quality of the existing assets

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Percentage of the social housing developments meeting 'best management practices'	Minimum of 95 per cent	Minimum of 95 per cent	Minimum of 95 per cent	Minimum of 95 per cent
Percentage of clients reporting satisfaction with the quality and safety of their housing	Minimum of 77 per cent	Minimum of 79 per cent	Minimum of 80 per cent	Minimum of 82 per cent

Objective: Adequate provisions for future requirements

Measures	2004/05	2005/06	2006/07	2007/08
Level of funding for future improvements to the stock	New measure	Establish baseline	TBD	TBD

Importance of the Measures and Targets

Measure: Percentage of social housing developments meeting 'best management practices'

As a major funding partner and the agency responsible for the delivery of the province's social housing programs, BC Housing works with the non-profit and co-op housing sectors and the private sector to ensure that the existing portfolio of social housing is well-managed and well-maintained in the short term and over the longer term. This measure tracks the extent to which the existing portfolio of housing is successful in meeting key operational and financial targets with the underlying objective being to have less than 5 per cent of all existing developments falling below one or more of the established standards.

Measure: Percentage of clients reporting satisfaction with the quality and safety of their housing

In addition to taking action to protect the long-term quality and viability of the existing housing, it is also important to ensure that the stock is meeting the needs of those who are living there. This measure provides a means of verifying that the residents of provincially-owned or -supported housing are receiving the services and support that they need and that the housing that they are living in is well-managed and well-maintained. The targets are based on existing information and benchmarks from previous studies with the underlying objective being to work to ensure that this housing is used in a way which best meets the government's housing priorities.

Measure: Level of funding for future improvements in the stock

In addition to ensuring that the existing portfolio of housing is managed in an efficient and cost-effective way over the short term, it is important to ensure that there is a sound financial base and effective planning processes over the longer term. Planned spending on capital asset maintenance of the public housing portfolio is anticipated to be approximately $54 million over the next three fiscal years with replacement reserve provisions for the existing non-profit and co-op housing developments equaling approximately $10 million annually. In addition, a comprehensive building envelope repair program has been initiated to address issues related to water penetration in a number of developments.

Future Plans

Existing building and unit audits and third party studies suggest that the current condition of the social housing stock is adequate; however, as the portfolio continues to age, there will be the need to explore redevelopment, regeneration and retrofit initiatives which not only optimizes the use of these assets but also better serve the needs of those living there.

Limitations and Constraints

The majority of the existing social housing stock is managed through third party agreements with the non-profit and co-operative housing sectors as well as the private sector. Consequently, the successful realization of the targets set out under this goal is largely dependent on their policies, decisions, resources and actions. External factors such as the aging of the social housing portfolio, funding and program constraints, as well as cost pressures will also have an impact on the extent to which the targets set out in this section can be accomplished.

GOAL 3: HOUSE ELIGIBLE APPLICANTS AND RESPOND TO THOSE IN GREATEST NEED

Objective: Facilitation of the application process

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Percentage of new applicants reporting satisfaction with the process	Minimum of 75 per cent	Minimum of 75 per cent	Minimum of 75 per cent	Minimum of 75 per cent
Percentage of units represented through the *Housing Registry*	Minimum of 32 per cent of all units	Minimum of 35 per cent of all units	Minimum of 38 per cent of all units	Minimum of 40 per cent of all units

Objective: Available housing targeted to the most vulnerable

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Percentage of tenants belonging to priority groups	80 per cent	82 per cent	84 per cent	86 per cent

Importance of the Measures and Targets

Measure: Percentage of new applicants reporting satisfaction with the process

BC Housing receives approximately 500 new housing applications each month. These are individuals and families who face a combination of challenges and who are in need of affordable housing. Helping these households find the housing they need and ensuring that they are aware of the options that are available to them is an important part of what we do. BC Housing staff play an important role in helping to respond to the needs of applicants by providing information on the programs and services that are available, both in person and over the phone. This measure is designed to gain feedback from applicants about the application process as well as the extent to which applicants felt that the information they received was helpful and timely. The target is based on existing data from a previous survey of applicants and will be refined over time as feedback is received.

Measure: Percentage of units represented through the *Housing Registry*

The *Housing Registry* is an internet-based tool designed to provide a coordinated approach to housing. To date, more than thirty-three housing providers representing more than 32 per cent of the units in the total social housing portfolio have joined the *Housing Registry*. Expanding the level of provider participation in *the Housing Registry* is an organizational priority not only in terms of creating additional capacity for responding to the needs of housing applicants but also to provide applicants with 'one stop' access. The target is designed to promote year over year growth in the level of participation from all housing providers.

Measure: Percentage of tenants belonging to priority groups

Many households requiring housing assistance face a combination of challenges including poor health, poverty, physical or mental disabilities as well as other challenges. For these households, housing assistance is often a first and necessary step for providing them with the stability that they need to maintain their independence and to move forward in their lives. Current priority groups include frail seniors, persons with physical or mental disabilities as well as those who are homeless or at risk of homelessness including women and children fleeing abuse. The target reflects the number of households currently living in social housing or receiving assistance in the private rental market who fall within one of the designated priority groups and who face a combination of challenges in addition to low income. The percentage of households falling within one of the designated priority groups will continue to increase as existing units turn over or as new units reach completion with all new units being targeted to those who are most vulnerable.

Future Plans

Access to stable housing plays an important role in enabling vulnerable families and individuals to move toward self-reliance, independence and opportunity and in allowing frail and aging seniors to maintain or regain their independence. Ensuring that vulnerable families and individuals gain the access to the housing and support that they need in order to allow them to move forward in their lives will continue to be a key organizational priority. In addition, it is important to ensure that this housing continues to serve the needs of the most vulnerable over the longer term. This may mean making changes or modifications to existing developments in order to better respond to the specific needs of those living there. It may also mean entering into partnership strategies and initiatives designed to ensure that appropriate programs and services are in place to better support those with complex housing and health needs.

Limitations/Constraints

Funding constraints as well as supply-side constraints limit BC Housing's ability to fully respond to existing housing needs. In response to these constraints, available housing resources are allocated such that those in the greatest housing need are given priority with all new units being directed to those who are most vulnerable.

GOAL 4: FINANCIAL AND OPERATING SUCCESS

Objective: Costs controlled

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Year over year increases in controllable operating costs	At or below inflation	At or below inflation	At or below inflation	At or below inflation

Objective: Value for money

	Targets			
Measures	2004/05	2005/06	2006/07	2007/08
Per square foot construction costs	Competitive with the market	Competitive with the market	Competitive with the market	Competitive with the market

Importance of the Measures and Targets

Measure: Year over year increases in controllable operating costs

In an environment of limited resources and increasing costs, BC Housing's viability will be measured by our ability to provide a high level of customer service while controlling costs. This measure assesses the efficiency of BC Housing's processes with an emphasis on ensuring that services are delivered in an efficient and cost-effective manner. In assessing our performance in this area, the underlying objective is to ensure that where possible, year over year increases in operating costs remain at or below inflation. This will be accomplished through a range of strategies designed to reduce costs, increase revenue and improve operating efficiencies.

Measure: Per square foot construction costs

BC Housing's ability to effectively respond to existing housing needs within the budget allocated is affected by the cost of land, material, and labour. A public-private partnership approach is used to create all new housing units with BC Housing acting as a facilitator and ensuring the project outcomes are optimized. This measure is designed to ensure that the per square foot construction costs for all new housing that is created is competitive with the private market and that value for money has been achieved.

Future Plans

BC Housing, like all areas of government, will continue to operate in an environment of significant change. To successfully manage this, it is necessary to optimize the use of the existing housing resources while looking for new ways and opportunities for helping those in the greatest housing need.

Limitations/Constraints

External factors such as the aging of the social housing portfolio, funding and program constraints, as well as other cost pressures will affect the extent to which the targets can be achieved. Similarly, industry factors such as interest rates as well as the cost of operating and developing housing will play an important role.

SUMMARY FINANCIAL OUTLOOK

BC Housing forecasts total revenue of almost $311 million in 2005/06 — 53 per cent of which comes from the Province of British Columbia. By 2007/08, BC Housing will receive $158 million from the province.

The Government of Canada is expected to provide almost $105 million to BC Housing in 2005/06 which comprises nearly 34 per cent of total revenues. Over the next three years, these federal revenues are expected to drop as some older federal/provincial buildings reach the end of their fifty year funding agreements and as fewer leaky federal/provincial buildings are repaired.

Tenant rent revenues and contributions for group homes are expected to provide $42 million in 2005/06. This amount will increase gradually over time as rents increase with inflation and as more group homes are provided.

BC Housing operates on a break even basis and directs all of its resources to achieving the goals set out in this Service Plan. Expenditures are made across the continuum of housing and support, with 64 per cent of BC Housing funding ($199 million in 2005/06) going to non-profit and co-operative housing providers who operate the various housing in the continuum from emergency shelters to independent social housing. Almost $28 million will be provided to individuals and families in 2005/06 as rent supplement assistance in the private rental market. About 7 per cent is spent to administer BC Housing and all of its programs.

(In Thousands of Dollars)	2004/05 APPROVED	2005/06 BUDGET	2006/07 FORECAST	2007/08 FORECAST
REVENUES				
Provincial Share	147,906	163,954	153,390	158,290
Federal Share	98,788	104,749	95,675	89,913
Other	45,939	42,000	42,765	43,546
Total Revenues	**292,633**	**310,703**	**291,830**	**291,749**
EXPENDITURES				
Public Housing	56,128	61,684	53,854	54,132
Non-profit & Co-operatives	186,317	199,410	186,409	186,777
Rent Supplement Assistance	29,712	27,628	29,015	28,881
Administration	20,476	21,981	22,552	21,959
Total Expenditures	**292,633**	**310,703**	**291,830**	**291,749**

KEY ASSUMPTIONS AND RISKS/SENSITIVITIES ASSOCIATED WITH THE FINANCIAL PROJECTIONS

BC Housing uses an enterprise wide risk management approach to identify and manage its risks. All key operational departments determine risks, challenges and opportunities. Risk management strategies are then employed that balance current and future market and budget pressures with timing and implementation strategies. An example is the strategy to ladder the maturity dates of mortgages to ensure that no more than 20 per cent of the $1.6 billion mortgage portfolio comes up for renewal in any one year. This lessens the shock of rising interest rates and provides time for BC Housing and its funding partners to adjust to the impact on the budget.

Key Assumptions	Forecast Risks and Sensitivities
The mortgage rate is assumed to be 6.1 per cent for 2005/06, 6.6 per cent for 2006/07 and 6.7 per cent for 2007/08.	A 1 per cent increase above the budgeted rate increases housing subsidies by about $3.4 million in 2005/06 ($2.3 million provincial) and up to $7.8 million in 2007/08 ($5.3 million provincial)
The estimated cost to complete the building envelope repair program is $200 million ($53 million spent to March 2004) with target completion estimated in 2010/11.	Cost estimates are subject to revision pending completion of detailed assessments of Vancouver Island buildings. Significant cost increases and delays to repairs already planned could further delay the target completion date resulting in more serious deterioration.
Assumes completion of new units as follows: PHP ILBC CPI TOTAL 2005/06 147 1,765 286 2,198 2006/07 100 705 120 925	Completions earlier than planned increase housing subsidy requirements. The ability to complete CPI units depends on resource availability and proposals must also be viable without ongoing operating funding. Future unit totals will increase once PHI allocations are completed.
Subsidized housing tenants (including those receiving BC Benefits) pay 30 per cent of their gross income as rent.	A 1 per cent reduction in family incomes reduces tenant rent revenues by $1.4 million ($0.8 million provincial) for both public housing and non-profit housing.
Capital asset repairs budget has been reduced in 2006/07 to meet cost targets.	Redevelopment of public housing stock can mitigate impact of cost reductions. Redevelopment of public housing stock is contingent upon successfully concluding a devolution agreement with Canada Mortgage and Housing Corporation that transfers full ownership to BC Housing of the public housing stock in the province.
The Consumer Price Index inflation rate assumption is 2 per cent for all years.	A 1 per cent increase in Consumer Price Index higher than budgeted increases expenses by $0.9 million in 2005/06 ($0.4 million provincial).
Zero per cent wage increases are assumed for all three years.	A 1 per cent wage increase results in $200,000 in additional expenses in 2005/06 ($100,000 provincial).
Construction cost estimates are subject to market forces such as skilled labour shortages and escalating material costs.	A $10,000 per unit increase results in a $1.4 million additional annual provincial subsidy requirement by 2007/08.

GLOSSARY

Emergency Housing: Short-stay housing of 30 days or less. Includes emergency shelters that provide single or shared bedrooms or dorm-type sleeping arrangements, with varying levels of support to individuals.

Housing Providers: Housing providers are non-profit housing societies and housing co-operatives that own and manage subsidized housing developments. This term can also include private market landlords, through which BC Housing provides rent supplements to low-income households.

Operating Budget: An operating budget is the annual budget for a non-profit or co-operative housing development. The budget forecasts the costs of operating a development, based on income and expenses, and is used to determine how much subsidy BC Housing provides each month to run the building.

Public Housing: This housing is jointly funded by the provincial and federal governments and predominantly managed by BC Housing. Most of these developments were constructed in the 1950s and 1960s.

Social Housing: This housing includes both public housing and housing owned and managed by non-profit and co-operative housing providers.

Subsidized Housing: This type of housing encompasses all types of housing in which the provincial government provides some type of subsidy or rent assistance, including public, non-profit and co-operative housing, as well as rent supplements for people living in private market housing. It also includes emergency housing and short-term shelters.

Supportive Housing: There is no limit on the length of stay. Provides ongoing supports and services to residents who cannot live independently and who are not expected to become fully self-sufficient. This form of housing may be located in a purpose-designed building or in scattered site apartments.

Subsidy: BC Housing provides monthly subsidies to organizations to fund the costs of operating subsidized housing units. The subsidy is based on the operating costs set out in the annual budget, less the total rents/housing charges collected from tenants. Subsidy payments include rent subsidies/repayable assistance, and cover the mortgage payments, building maintenance and other shelter-related costs.

Transition Housing: Housing from 30 days to two or three years that includes the provision of support services, on- or off-site, to help people move towards independence and self-sufficiency. Transitional housing is often called second-stage housing, and includes housing for women fleeing abuse.

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BC Housing

Service Plan
Appendix 1
2005/06 - 2007/08

APPENDIX 1

DISCLOSURE OF KEY REPORTING JUDGEMENTS

In keeping with the requirements adopted by the government under the *BC Reporting Principles*, this section provides information on how the measures are derived including data sources used, the availability of comparable data and benchmarks and the extent to which the reader can have confidence in the findings. Any changes in measurement and reporting are also discussed.

Goal 1 – Respond to Gaps in Housing Supply

Measure: Inventory of subsidized housing

About the Measure

The inventory of subsidized housing includes all forms of housing assistance including market and non-market housing. Data captured under the inventory of subsidized housing include households living in public housing, non-profit and co-operative housing as well as households receiving housing assistance in the private rental market.

Data Source

Data to support this measure is captured in BC Housing's information systems and includes all households receiving some level of housing assistance as well as all developments where there is direct provincial involvement.

Reliability of the Data

Tracking the number of households receiving housing assistance is a valid measure of the number of provincially-subsidized units available. However, this measure only includes developments where the province has a direct role to play in funding and/or administering the housing. Housing that is unilaterally funded by the federal government falls outside of the scope of this measure and has therefore not been reflected in the total.

Changes in Measurement/Reporting

This measure is reported annually. Previously information on this measure was reported in BC Housing's Service Plan as part of the Business Overview. There have been no changes in the way this information is reported.

Measure: Number of new housing units created

About the Measure

This measure includes all new units that are expected to reach completion or receive subsidy during the reporting period. The targets set out under this measure include: developments that are under construction and expected to reach completion within a given fiscal year, units levered through different partnership strategies outside of the traditional program approach, and any new rent supplement units targeted to households in the private market.

Data Source

Data to support this measure is captured in BC Housing's information systems and includes units created through traditional program approaches including the *Provincial Housing Program* and the *Independent Living BC* program as well as units levered through *Community Partnership Initiatives* (CPI).

Reliability of the Data

Tracking the number of new housing units created is a valid measure of BC Housing's performance in creating an expanded range of options for those in the greatest housing need. The data supporting this measure is managed and updated on a regular basis resulting in a high degree of confidence in the reported findings. At the same time, it should be recognized that the complexity of the development process and the potential impact of external factors can influence the outcomes and/or result in the need for adjustments to be made to the targets.

Changes in Measurement/Reporting

This measure is an annual measure that was previously reported in BC Housing's Service Plan under Goal 1-Increased Housing Options. There have been no changes in the way in which this information is tracked and reported.

Goal 2 - Protect and Manage Existing Housing for the Long Term

Measure: Percentage of social housing developments meeting 'best management practices'

About the Measure

This measure will provide a comprehensive picture of the financial and operational health of the provincial social housing portfolio based on established 'best management practices'.

Data Source

The methodology to support this measure will be developed in 2005/06 and will build on information currently being tracked and reported through the *Housing Provider Profile* -- an automated system designed to allow staff to adjust their level of review and support of housing providers to focus on those who are experiencing the greatest difficulty in operating within established guidelines and standards. Data to support this measure will also include the identification of evidence-based research and industry standards that help to provide greater clarity around what is meant by 'best management practices'.

Reliability of the Data

While it is possible to identify specific practices that are considered 'good practices' in terms of the day to day management of the existing housing stock, there are many external factors that need to be taken into consideration when defining 'best management practices'. Key factors to take into consideration include differences in operating contexts (urban, rural), geographic locations, tenant needs, management experience, portfolio size as well as the age and condition of the building. These types of factors will have to be taken into consideration in terms of the development of a suitable methodology for tracking and reporting on results under this measure.

Changes in Measurement/Reporting

This is a new measure and as such there is no comparable data available.

Measure: Percentage of clients reporting satisfaction with the quality and safety of their housing

About the Measure

This measure is designed to gather information on the extent to which those living in social housing are satisfied with the quality and safety of their housing.

Data Source

The methodology to support this measure will be developed in 2005/06 and will include tenants living in public housing as well as a representative sample of non-profit and co-op housing tenants. The information related to this measure will build on information currently being tracked and reported through the *Tenant Satisfaction Survey* that is included as part of BC Housing's annual review process.

Reliability of the Data

Client feedback can help to provide important insight for strengthening and improving management practices and ensuring that tenant needs are being met. The information captured through this measure can not only help to provide important insight into our existing services and practices but it will also allow for comparisons to be made with the private sector as well as housing providers in other jurisdictions where comparible information in available.

Changes in Measurement/Reporting

This measure will build on the data currently being captured and reported through BC Housing's *Tenant Satisfaction Survey* which was included as part of Goal 2 in the previous Service Plan but will be expanded to include a representative sample of tenants living in housing managed by non-profit and co-op housing providers.

Measure: Level of funding for future improvements in the stock

About the Measure

This measure includes information on the current level of funding available for modernization and improvement of the existing public housing portfolio as well as replacement reserve provisions for housing managed by the non-profit and co-operative housing sectors with the underlying objective being to ensure that provisions are in place to meet future funding requirements.

Data Source

The methodology to support this measure will be developed over 2005/06.

Reliability of the Data

The need for funding for future improvements to the stock is subject to a broad range of external factors including planned and unplanned maintenance activities, the level of deferred maintenance, the age, condition, and structure of the existing housing as well as factors related to the quality of the original housing construction. Client needs as well as regional factors can also have a role to play in influencing the outcomes related to this measure. These factors will be taken into consideration in the development of an appropriate methodology to support this measure.

Changes in Measurement/Reporting

This is a new measure and as such there is no comparable data available.

Goal 3 – House Eligible Applicants and Respond to Those In the Greatest Housing Need

Measure: Percentage of new applicants reporting satisfaction with the process

About the Measure

This measure provides feedback on the extent to which applicants feel satisfied with the information and assistance that they received when applying for housing through BC Housing and the *Housing Registry*.

Data Source

A client feedback form will be included as part of the package of information provided to households applying for subsidized housing. Interested applicants will be asked to complete the feedback form and return it to BC Housing along with their housing application.

Reliability of the Data

Client feedback can help to provide important insight for strengthening and improving existing processes and for providing information about the quality of service provided. The feedback form is self-administered with applicants being given the choice about whether they wish to complete and return the form. Completed forms will be entered into a database with results reported regularly.

Changes in Measurement/Reporting

This measure replaces the current measure in the Service Plan which tracks and reports on the time taken to process new applications.

Measure: Percentage of units represented through the *Housing Registry*

About the Measure

This measure reports on the number of housing providers actively participating in the *Housing Registry* and the percentage of provincially-funded social housing units represented.

Data Source

Data to support this measure is captured in BC Housing's information systems and includes all housing providers with signed Members' Agreements.

Reliability of the Data

Participation in the *Housing Registry* provides an important measure of the extent to which access to social housing is being provided in a coordinated manner across housing providers. The underlying objective is to continue to work to increase the level of provider participation in the *Housing Registry* thereby expanding the range of options available to eligible applicants as well as provide applicants with 'one-window' service. The data supporting this measure is up-dated on a regular basis as new housing providers join the *Housing Registry* resulting in a high degree of confidence in the reported findings.

Changes in Measurement/Reporting

This measure builds on an existing measure that was used in BC Housing's Service Plan under Goal 3 with a change in reporting from the number of housing providers participating in the *Housing Registry* to capturing information on the percentage of the social housing stock represented through the participation levels that have been realized.

Measure: Percentage of tenants belonging to priority groups

About the Measure

This measure reports on the percentage of existing and new housing units targeted to the priority groups including low income and frail seniors, persons with physical and mental disabilities, those who are homeless or at risk of homelessness including women and children fleeing abuse.

Data Source

Data to support this measure is captured in BC Housing's information systems based on client data that is available.

Reliability of the Data

It is likely that this measure is under-reporting the extent to which the needs of the designated priority groups are being served through access to social housing as a result of limitations in the information that is available on their general health status and their specific housing and support needs. In 2005/06 additional questions related to the housing and support needs of tenants will be included as part of the tenant satisfaction survey thereby helping to provide a more complete picture of the full range of needs that are being met. In addition, it should be noted that *all* new housing is targeted to the designated priority groups.

Changes in Measurement/Reporting

This is a new measure and as such there is no comparable data available.

Goal 4 - Financial and Operating Success

Measure: Year over year increases in controllable operating costs

About the Measure

There is the need to ensure that provincial housing investments are used in an efficient and cost-effective manner and that there are strategies in place to control costs or improve operating outcomes. This includes strategies and initiatives designed to ensure that year over year increases in controllable operating costs remain at or below inflation.

Data Source

The methodology to support this measure will be developed in 2005/06 using cost information captured in BC Housing's information systems.

Reliability of the Data

There is a significant degree of variation within the social housing stock in terms of building age, size, structure, and type as well as in the management approaches and strategies adopted. Prior to measuring and reporting on results set out under this measure it is important to ensure that there is a consistent approach for determining controllable versus non-controllable costs and that potential confounding factors are reflected in the analysis. While there are significant data limitations and challenges to take into consideration, it should be recognized that this measure is a valid and important measure for ensuing that BC Housing's business results are competitive.

Changes in Measurement/Reporting

This is a new measure and as such there is no comparable data available.

Measure: Per square foot construction costs

About the Measure

This measure reports on the extent to which BC Housing has been successful in achieving positive business results in the area of new housing construction with the underlying objective being to ensure that construction costs are competitive with the private market.

Data Source

The methodology to support this measure will be developed in 2005/06 through the use of external consultants and quantity surveyors helping to identify appropriate standards and benchmarks to allow for comparisons to be made.

Reliability of the Data

In many cases, the housing developed through BC Housing is unique in terms of the types of developments that are created and/or in terms of the needs that are being met. This makes direct comparisons to the private market difficult. It is also the case that there can be significant variations in the cost of inputs–land, materials, labour and financing. These factors will be addressed through the measurement process with industry experts having an important role to play in providing external verification and validation of the results.

Changes in Measurement/Reporting

This is a new measure and as such there is no comparable data available.

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Appendix 2

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APPENDIX 2

HIGHLIGHTS OF CHANGES FROM THE PREVIOUS SERVICE PLAN

There have been a number of changes and revisions to this year's Service Plan. These changes have been made with the underlying objectives being to work to strengthen and improve our measurement and reporting framework and to better respond to the requirements set out under the government's reporting principles. The changes include working to establish stronger logical linkages between our goals, objectives, measures and targets as well as improvements and refinements to our performance measurement and reporting framework. The tables below highlight the changes to the goals, objectives and measures when compared to the previous Service Plan as well as provide an explanation of the changes.

Changes to the Goals Set Out in the Service Plan

Goals from the Previous Service Plan	*Goals in the Current Service Plan*	*Explanation of the Changes*
Goal #1: Increased Housing Options	Goal #1: Respond to Gaps in Housing Supply	The changes that have been made to the goals have been designed to provide greater clarity. There has also been a shift from reporting on public housing and non-profit and co-op housing under separate goals to a more integrated sectoral approach to reporting. Hence the discussion of client-focussed service delivery has shifted from emphasizing the public housing portfolio to the importance of providing housing for eligible applicants and responding to those in the greatest housing need. Likewise the discussion under sustainable local housing solutions has shifted from focussing on the non-profit and co-op housing sectors to discussing specific strategies and measures designed to protect and manage existing housing assets over the long-term. The emphasis under Goal 4 has also shifted from focussing on the organization's internal capacity to a more complete articulation of the results to be achieved.
Goal #2 Client-Focussed Service Delivery	Goal #3 House Eligible Applicants and Respond to Those in the Greatest Housing Need	
Goal # 3 Sustainable Local Housing Solutions	Goal #2 Protect and Manage the Existing Housing over the Long-Term	
Goal # 4 A High Performing Organization	Goal #4 Financial and Operating Success	

Changes to the Objectives Set Out in the Service Plan

Objectives from the Previous Plan Related to Goal 1 *Increasing Housing Options*	*Objectives in the Current Service Plan Related to Goal 1* *Respond to Gaps in Housing Supply*	*Explanation of the Changes*
Direct new resources to increase housing options for the province's most vulnerable citizens	Increased Stock	The changes that have been made to the objectives related to Goal 1 have been designed to provide greater clarity and focus. This is in keeping with the expectations set out under the government's reporting principles to "focus on the few, critical aspects of performance". It should also be noted that the previous objectives all remain as important strategies for responding to gaps in the housing supply and therefore remain an important aspect of BC Housing's overall strategic directions. The primary objective, however, in terms of responding to gaps in the existing housing supply would be to increase the stock.
Lever existing assets to generate additional housing units		
Establish partnerships with the federal government, community organizations, the private sector, local government and other ministries to create locally-based housing solutions		

Objectives from the Previous Plan Related to Goal 2 *Client-Focussed Service Delivery*	*Objectives in the Current Service Plan Related to Goal 3* *House Eligible Applicants and Respond to Those in the Greatest Housing Need*	*Explanation of the Changes*
Provide access to well-managed public housing for those who are most vulnerable Ensure the long-term quality and viability of the public housing stock through effective management Maximize housing options through the public housing portfolio for those with complex housing and health needs	Facilitation of the Application Process Available Housing Targeted to the Most Vulnerable	The changes that have been made to the objectives related to Goal 2 have been designed to provide greater clarity and focus with a shift in emphasis from looking only at the public housing portfolio to a broader emphasis on the full range of housing assistance available. The revised Service Plan also places a greater emphasis on service to applicants and tenants with an emphasis on ensuring that limited housing resources are being targeted to those who are most vulnerable.

Objectives from the Previous Plan Related to Goal 3 *Sustainable Local Housing Solutions*	*Objectives in the Current Service Plan Related to Goal 2* *Protect and Manage Existing Housing for the Long-Term*	*Explanation of the Changes*
Effective planning, management and delivery of housing programs and services Provision of affordable housing options for those most in need in the private sector Respect and support for the expertise and local autonomy of community-based housing providers	Maintain the Quality of the Existing Asset Adequate Provisions for Future Requirements	The changes that have been made to the objectives related to Goal 3 have been designed to provide greater clarity and focus with a shift in emphasis from looking only at the non-profit and co-operative housing sectors to the broader housing continuum. This shift in emphasis also draws attention to the importance of the social housing stock and the role that it plays in responding to on-going needs in communities across the province.

Objectives from the Previous Plan Related to Goal 4 *A High Performing Organization*	*Objectives in the Current Service Plan Related to Goal 4* *Financial and Operating Success*	*Explanation of the Changes*
Maintain a professional and committed work force that is responsible to and reflective of the diversity of the communities where we live and work Demonstrated commitment to excellence, integrity and continuous improvement Ensure that the functions of the organization are carried out according to government priorities, legislated requirements and broader social policy objectives	Costs Controlled Value for Money	The changes that have been made to the objectives related to Goal 4 have shifted from an emphasis on the organization's structures and processes to placing greater emphasis on the business results that we want to achieve.

Changes to the Measures Set Out in the Service Plan

Measures from the Previous Service Plan Related to Goal 1	*Explanation of the Changes*
Number of additional units provided	No changes have been made to this measure. It remains part of the revised performance measurement framework under Goal 1 in the revised Service Plan.
Number of additional units levered through innovative partnership strategies and initiatives	This measure remains an important element to BC Housing's overall Service Plan. However, these units will no longer be reported separately but rather they will be included in the measure related to the *number of new housing units created.*
Equity contributions levered under the Canada-B.C. Affordable Housing Framework Agreement	The Canada-BC Affordable Housing Agreement is only one source of federal funding. The use of this measure resulted in some confusion about the results being communicated. Recognizing these limitations a decision was made to remove this measure from the performance measurement framework. A discussion of th e importance of the federal role as well as an overview of *all* federal funding contributions will remain part of the information that is reported in the management discussion and analysis.
Equity contributions levered from other sources including housing providers and others government partners	In the same way that there were challenges in reporting on federal equity contributions there were also challenges related to this measure in terms of meaningfully tracking and reporting on the results. This contributed to a decision to remove this measure from the performance measurement framework as well.

Measures from the Previous Service Plan Related to Goal 2	*Explanation of the Changes*
Families and individuals assisted through access to public housing	This measure is included as part of the *new* measure – total inventory of subsidized housing under Goal 1 with public housing representing one of a number of different forms of housing assistance available to vulnerable families and individuals.
Applicants housed as a result of turnover in the public housing units	This measure is included as part of the *new* measure under Goal 3 related to the percentage of tenants belonging to one of the designated priority groups being assisted through the range of housing options available with a shift in focus away from looking only at the those who have been assisted through public housing.
Families and individuals with complex housing and health needs assisted through access to public housing	This measure is also captured as part of Goal 3 under the measure related to the percentage of tenants belonging to one of the designated priority groups. There is a shift in focus however from looking only at those who have been assisted through public housing to look at the broader housing continuim.
Vacancy rates in the public housing portfolio	This measure is an important operational measure and will continue to be tracked and reported internally. This measure will also be incorporated into the *new* measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan.
Average time taken to collect tenant rents	This measure is an important operational measure and will continue to be tracked and reported internally. This measure will also be incorporated into the *new* measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan.
High levels of tenant satisfaction captured through periodic surveys	This measure remains as an important element in BC Housing's Service Plan under Goal 2. However, it will be expanded to include a representative sample of tenants living in non-profit and co-operative housing.

Funding allocated to modernization and improvement processes	This measure remains as an important element in BC Housing's Service Plan under Goal 2. However, it will be revised and expanded to look at the extent to which there are provisions in place to meet the future requirements of the social housing sector as a whole rather than looking only at the public housing portfolio.

Measures from the Previous Service Plan Related to Goal 3	*Explanation of the Changes*
Households assisted through access to non-profit and co-op housing programs	This measure is included as part of the *new* measure – total inventory of subsidized housing under Goal 1 with non-profit and co-op housing representing one of a number of different forms of housing assistance available to vulnerable families and individuals.
Assistance provided to households in the private rental market	This measure is included as part of the *new* measure – total inventory of subsidized housing under Goal 1 with rent assistance to households living in the private rental market representing one of a number of different forms of housing assistance available to vulnerable families and individuals.
Effectively respond to applicant enquiries	This measure has been replaced with a measure designed to gather feedback from applicants about their satisfaction with the information and assistance that they received.
Increasing provider participation in the Housing Registry	This measure remains an important part of the performance measurement framework under Goal 3 with some minor changes being made to the way in which this measure is reported with a shift from reporting on the number of housing providers participating in the *Housing Registry* to the percentage of units represented through the level of participation realized. This change will help to provide more meaningful information about the results being achieved.
Decreased levels of review for housing providers that have demonstrated effective management practices	This measure will be incorporated into the *new* measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan with an emphasis on looking at the financial and operational health of *all* social housing developments.
Competitive rates for all mortgages renewed or placed	While this measure provides important insight into BC Housing's success in generating competitive rates for all mortgages renewed or placed, this measure is considered to be an operational measure and has been replaced with measures that can provide a complete and longer term view of the financial and operational health of the sector.

Measures from the Previous Service Plan Related to Goal 4	*Explanation of the Changes*
Maintain a skilled work force High levels of perfect attendance Success in maintaining a diverse work force Increased use of technology to enhance productivity and improve operational outcomes	The shift in strategic directions related to this Goal has resulted in a shift in emphasis from the performance of the organization to an articulation of the business results that we want to achieve. This shift has resulted in the replacement of the existing internally focussed measures with measures that emphasize competitive and cost-effective service delivery. While these measures are no longer included as part of the overall performance measurement framework, it should be recognized that working to continue to build the capacity of the organization to respond to challenges in a flexible and responsive manner will remain an important focus.

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